

**CONFIDENTIAL**

22 July 1960

MEMORANDUM FOR: Deputy Director (Intelligence)  
Acting Deputy Director (Plans)  
Deputy Director (Support)

SUBJECT : Senior Management Seminar

1. We are all aware of the current emphasis upon the improvement of management in government. It is particularly important that the activities of our organization reflect a high order of efficiency and adaptability to changing circumstances. To achieve this aim we must devote continuing attention to the nature and effectiveness of our management practices.

2. I am pleased, therefore, to announce that the Central Intelligence Agency, through arrangements with the Graduate School of Business Administration, Harvard University, will sponsor a Senior Management Seminar to be conducted next fall for selected officials from the three major components of the Agency.

3. I urge that we begin now to make plans which will permit senior officers to participate in the Seminar. Whether a man is an Intelligence Officer, an Operations Officer or an Administrative Officer, the understanding and practice of good management is necessary to the performance of his duties. It is my hope that nominations will be considered as firm commitments to attend and that the allotted quotas will be filled. The attached information from the Director of Training will be of assistance in planning and in the selection of nominees.

(EXECUTIVE SECRETARY FILE DD)

/s/

Allen W. Dulles  
Director of Central Intelligence

1 Att:  
Paper entitled "Senior Management Seminar"

OTR:CF:  
Rewritten:SA-DD/S:DE K:laq  
Distribution:

O & 1 App ~~DD/S w/2 cyps of att~~ 2002/10/10 : CIA-RDP80B01676R003400060005-6  
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SENIOR MANAGEMENT SEMINAR

Under the Leadership of

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Professor

of the

Graduate School of Business Administration

Harvard University

SENIOR MANAGEMENT SEMINAR

Agency personnel selected in past years to attend the Advanced Management Program conducted by the Graduate School of Business Administration at Harvard University have been unanimous in their estimates of the value of the program. In particular, the Administrative Practices Course has been recommended as entirely pertinent for CIA. Inasmuch as the Agency cannot send everyone to Harvard, discussions pertaining to a management seminar for senior Agency officials centered around the possibility of having the Administrative Practices Course adapted to the requirements of the Agency.

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Early in 1960 a number of meetings were held with Professor

[ ] of Harvard. On different occasions the Inspector General, the Deputy Director (Support), and the Director

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of Training provided Professor [ ] who had been cleared for access to classified information, with data sufficient to permit him to arrive at an appreciation of the complexities of management within CIA.

The result of these meetings is the especially designed Senior Management Seminar, geared to the interests of CIA and conducted

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by Professor [ ]

### Aim and Emphasis

The subject matter of the seminar has been carefully selected for its relevance to the Agency rather than to its government-wide or industry-wide applicability. Within the broad objective of improving management practices, the seminar will touch upon concepts such as leadership, communication, motivation, coordination, and decision-making. Fundamentally, however, the seminar will be concerned with people--their behavior, thinking, and values--in the managerial framework. Among the topics to be considered are the following:

1. the determinants of the effectiveness of organizations and executive action
2. the role of values and assumptions in managerial situations, especially their influence on a manager's choice among possible ends and means
3. the skills, attitudes, and personal qualities which enhance the effectiveness of responsible individuals as they work with others in organizations

In discussions, participants will be able to exchange experiences and compare ways of thinking about management. Each participant will have many opportunities to improve his ability to perceive interrelationships of complex human, technical, and administrative factors.

He may also gain competence in integrating differences among persons, groups, objectives, and ideals within an organization. Work of this kind can be helpful for the participant who desires to re-examine his own experience and to enlarge the basis for his further growth in the Agency.

Method

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Professor [ ] will use the case method exclusively. Each participant will prepare for the classroom discussions by reading and analyzing the cases and then joining a small group for preliminary discussion. Both in the small groups and in the classroom discussions which follow, attention will be given to specific Agency experiences and problems which parallel the case under consideration. From the experiences of others, each participant will increase his competence in dealing with problems which confront him on the job.

Classroom discussions will take place Monday through Saturday of both weeks of the course. As a rule, each day there will be three classroom periods, one of which may be in the evening. Two periods will be held on Saturdays. This schedule may be modified at the discretion of Professor Bailey.

Location, Dates, and other Administrative Data

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The seminar will begin on Monday, 10 October and end on Saturday, 26 October 1960. It will be held at the newly completed OTR facility [ ]

Specific dates for briefings on administrative arrangements will be announced early in September. Participants are cautioned against disclosure of the location of the seminar.

Eligibility and Enrollment Procedures

The seminar has been designed primarily for senior Agency officials at a level of responsibility roughly equivalent to office or division head or deputy. The anticipated grade levels are from GS 15 - 18 with emphasis wherever possible on younger men who hold these grades and who can look forward to five or more years of service with the Agency.

The following attendance quotas have been established.

Office of the DCI -- 1

DDP Components -- 11

DDI Components -- 11

DDS Components -- 11

The Deputy Directors are requested to forward to the Director of Training by 1 September 1960 the names of the nominees from the components under their direction.

Early publication of this announcement is intended to allow sufficient lead time to assist in the selection of participants who will not be obliged to cancel their enrollment at the last minute.

~~C-O-N-F-I-D-E-N-T-I-A-L~~

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Personal Data on Professor

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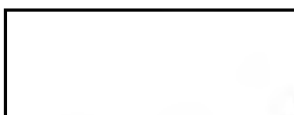


~~C-O-N-F-I-D-E-N-T-I-A-L~~

MEMORANDUM FOR: The Director

As I mentioned in our conversation on Friday, we would like to give our Senior Management Seminar, scheduled for the Fall, special emphasis and, therefore, request that you sign the attached memorandum to the three Deputies and return it to me so that I can attach copies of the course content etc., when the distribution is made.

Request three signatures.



L. K. White  
Deputy Director  
(Support)

18 Jul 60  
(DATE)

FORM NO. 101 REPLACES FORM 10-101  
1 AUG 54 WHICH MAY BE USED.

(47)



SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM

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**CENTRAL INTELLIGENCE AGENCY  
OFFICIAL ROUTING SLIP**

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3	25X1		
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<input type="checkbox"/> ACTION	<input type="checkbox"/> DIRECT REPLY	<input type="checkbox"/> PREPARE REPLY
<input type="checkbox"/> APPROVAL	<input type="checkbox"/> DISPATCH	<input type="checkbox"/> RECOMMENDATION
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<input type="checkbox"/> CONCURRENCE	<input type="checkbox"/> INFORMATION	<input type="checkbox"/> SIGNATURE

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**Remarks:**

☐ Attached are ER, DCI and DDCI copies of this paper. All others are being dispatched from O-DD/S today.

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**FOLD HERE TO RETURN TO SENDER**

FROM: NAME, ADDRESS AND PHONE NO.

DATE

O-DD/S

7/26/60